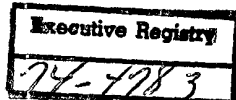


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DD/A 74-3443
PERS 74-4211

16 SEP 1974



MEMORANDUM FOR: Deputy Director for Administration
Deputy Director for Intelligence
Deputy Director for Operations
Deputy Director for Science and Technology
Chairman, Executive Career Service

SUBJECT : Personnel Development Program - FY 1975

REFERENCE : ExDir/Compt memo dtd 3 Jan 73, subj:
Personnel Development Program

1. Reference introduced the Personnel Development Program (PDP) into the Agency's personnel management processes with the initial phase limited to executive identification and development. In my review of the first Program, I was pleased to find that the Career Services had made a productive start and I expect this phase of the FY 75 Program to be developed even more clearly. I wish to insure that all senior personnel and senior positions at the executive level are included in the FY 75 PDP considerations and that the review and planning is not limited to only the managerial group. The first section of the FY 75 PDP will now be entitled "Executive Level Development Plans" and will include all Senior Advisors, Senior Analysts, Senior Operations Officers as well as managers in grades GS-15 through GS-17 in the planning for executive development. In this context, Section I of the FY 75 PDP will call for the same scope of planning and reporting as was included in the FY 74 Program, with two additional report elements. While a critical evaluation of the plans outlined in the Executive Level Development phase cannot be made for another several years, a checkpoint evaluation of the FY 74 plans has also been added to the FY 75 reports. The first section of the FY 75 PDP is to be completed and the statistical reports forwarded to the Director of Personnel by 15 November 1974. Arrangements for my discussions with the Heads of the Career Services will be made subsequent to my review of the consolidated reports.

2. The second section of the FY 75 PDP initiates a broader program for professional development of officers in

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grades GS-09 and above including those in grades GS-13 through GS-15 who are not involved in the Executive Level Development Plans. Within a Career Service or Career Sub-Group there are functionally homogeneous groups of officers for whom Developmental Profiles recording general patterns of training courses and work experience can be established. Thus they can look to common paths of opportunity for growth. Common qualifications standards for such functions can be included in this program. Developmental Profiles would provide Career Service and Career Sub-Group management a base for evaluating the professional development and prospective progress of their employees within functional areas of development. These Profiles are not to be designed as rigid prescriptions for uniform training and experience among all members of a group. Rather they constitute broad plans or programs which are changed as necessary to meet current requirements of the groups. Each Career Service will have maximum flexibility to design its Profiles to represent its unique requirements.

3. Recognizing the complexity of designing practical and meaningful Developmental Profiles and to allow adequate time for their careful preparation, the target date for their completion will be 30 June 1975. Copies of the completed Profiles will be forwarded to the Director of Personnel. Representatives of the Office of Personnel and the Office of Training are available for consultations with your personnel to assist with the development of the Profiles.

4. A more detailed statement of the objectives of both sections of the Program is attached. The Director of Personnel will arrange meetings with your senior personnel representatives and distribute formats for the statistical reports and suggested formats for the Vacancy and Roster listings.

/s/ W. E. Colby

W. E. Colby
Director

Atts
As Stated

Originator: /s/ F.W.M. Janney
5 September 1974

Distribution:

1 - Ea Addressee
1 - DCI
1 - DDCI
1 - ER

1 - DD/A
2 - D/Pers
2 - Review Staff (1 w/h)

OP/P&C/RS/ dbw (27 Aug 74)

STAT

SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM			
UNCLASSIFIED		CONFIDENTIAL	
		SECRET	
OFFICIAL ROUTING SLIP STAT			
TO	NAME AND ADDRESS	DATE	INITIALS
1	[Redacted]	9/5	D
2			J
3			DD
4	<i>Jack - Fred assumes all that senior person in all Directorates understand the PDP and agree with attached</i>		
5			
6			
ACTION		DIRECT REPLY	PREPARE REPLY
APPROVAL		DISPATCH	RECOMMENDATION
COMMENT		FILE	RETURN
CONCURRENCE		INFORMATION	SIGNATURE STAT
Remarks: 1 to 2: There has been a great deal of confusion and skepticism in the Agency about PDP, and I am not sure that the attached memo clarifies the situation. Possibly I am wrong, but it seems to me that there would be much to be said for having a special meeting with appropriate OP representatives, as well as [Redacted] to be absolutely certain that there is a clear understanding and critical evaluation of this package. I am reminded that as of March 1974, the DD/A Office Directors had various conflicting interpretations on aspects of PDP, and we should be sure about this before going to the DCI and other Directorates. Atts: DD/A 74-3443, + background (74-0040) STAT			
FOLD HERE TO RETURN TO SENDER			
FROM: NAME, ADDRESS AND PHONE NO.			DATE
Executive Officer to the DD/A			
UNCLASSIFIED		CONFIDENTIAL	
		SECRET	

Page Denied

Next 1 Page(s) In Document Denied

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Personnel Development Program - FY 1975

FROM:	EXTENSION	NO.
Director of Personnel 5E 58, Headquarters	6825	DATE 5 SEP 1974

TO: (Officer designation, room number, and building)	DATE		OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
	RECEIVED	FORWARDED		

1. Deputy Director for Administration
7D 26, Headquarters

9 SEP 1974

STAT
to 4:

Forwarded for your signature. This is the PDP package discussed with you several weeks ago.

The memorandum and instructions have been changed to include your wish to insure the executive development plans include the senior operators, analysts, et al, who would not normally be considered in the managerial group. The intent has been spelled out in the memo and the Section has been retitled "Executive Level Development."
STAT

Mr. Blake's note:

Sir:

Senior personnel in all Directorates have been made aware of the changes in the PDP structuring, so this rather extensive workload will not hit them unexpectedly.

/s/

Jack Blake

F. W. M. Janney
Director of Personnel

To 4:
Sir:
Senior personnel in all Directorates have been made aware of the changes in the PDP structuring, so this rather extensive workload will not hit them unexpectedly.

STAT
SEP 1974

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PERSONNEL DEVELOPMENT PROGRAM - FY 1975

1. The development of executive and management personnel continues to be a matter of major concern in the Federal Government, and the Office of Management and Budget and the Civil Service Commission have collaborated on building a comprehensive executive development program in the government agencies. Guidelines have been issued establishing structures, policies and processes to implement an executive and managerial development program. Executive identification and development is a program of major significance and was introduced to the Agency's personnel management processes in FY 74 as the initial phase of the Personnel Development Program. The current high rate of retirement among experienced senior personnel has reinforced the importance of this program in our personnel planning. The bunching or clustering of peer groups of retirees results from the Agency's hiring practices in earlier years when employees came to the Agency in about the same cluster framework. This "bunching" also limited the opportunity for upcoming personnel to have the scope of experiences needed to develop their managerial or executive talents or to prepare them for assignments as senior analysts, advisors, or operations officers. No organization can produce instant "executives" or "wisemen." The Personnel Development Program provides a management/executive level identification and training section designed to alleviate this problem.

2. A well planned career management system must offer general opportunity for professional development and growth. Efforts of this kind have been implemented in various Agency components. Now this aspect of personnel management will become a formal part of the Personnel Development Program for

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FY 1975 through extension of the Program to provide for the development of training cum assignment plans for functionally homogeneous groups of officers beginning with grade GS-09.

3. Therefore, the Personnel Development Program for FY 75 will be divided into two sections. Section I will be concerned with Executive Level Development plans and the pertinent statistical charts are to be completed and submitted to the Director of Personnel by 15 November 1974. Section II will involve the preparation of Developmental Profiles to provide the framework for career development actions below the executive level. Because of the complexity and the importance of the initial work on formulating these Profiles, the due date for completion of Section II reports is established as 30 June 1975.

SECTION I - EXECUTIVE LEVEL DEVELOPMENT (GS-15 - GS-17 and SPS)

1. Section I of the FY 75 Personnel Development Program will require the same planning and reporting as was covered in the FY 74 PDP with two additional statistical charts.

a. One new chart will report the number of officers under consideration for assignment to any of the expected executive level position vacancies who are not reported on the GS-13 - GS-15 Executive Level Candidate Roster. They will have been named in the lists identifying expected vacancies and the candidates for these assignments. (The lack of this information in FY 74 PDP reports resulted in distorted comparative statistics.)

b. The second new chart will show the number of Women, Blacks and other Minorities listed in the Executive Level Candidate Roster.

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2. The list of the officers in grades GS-13 - 15 selected for executive level development need not be limited to those officers being identified as candidates for specific assignment to an executive position during the three-year period. The fact that an individual has been judged to have the talent and potential for executive level development and that the training towards that development will begin during the review period is sufficient for inclusion in the Roster.

3. The FY 74 instructions and the information for the preparation of the FY 75 Personnel Development Program (Executive Development) remain a valid handbook of guidelines for preparation of the Section I of the FY 75 PDP and should be reviewed as background for the current program preparation. The selection of officers for the Executive Level Candidate Roster should consider the individual's own interests and aspirations as well as the assessment of his competence and potential. Training, courses or assignments, should be selected to supplement each person's experience with the intention of providing whatever is needed to fully develop his potential. In each case a time frame or schedule must be established for completion of planned training.

4. Formats for the FY 75 PDP statistical reports and for the identification of Executive Level Vacancies and Assignment Candidates and the Executive Level Candidate Roster are being distributed. The name list charts will be completed and retained by each Career Service. They will be the basis for discussions with the Director when he makes his annual review of the individual Executive Level Development Programs with the Heads of the Career Services.

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SECTION II - DEVELOPMENTAL PROFILES

1. The second part of the FY 75 PDP is concerned with the design of Developmental Profiles for professional and technical personnel in grades GS-09 and above. A Developmental Profile can be viewed as a flow chart of either short or long range developmental plans and opportunities which is designed for a functionally homogeneous group of officers at progressively higher levels of functional responsibility. The purpose of the Profile is to provide guidelines for the decisions affecting the career development of members of an identified group, and to provide a frame of reference for appraising their readiness for the varying stages of development. The Profiles identify those training courses and types of assignments which are generally pertinent for consideration in planning the development of the talents and abilities of individuals within the concept of the profession and/or discipline of the group. Profiles should also identify any relationships which exist among the various disciplines or tracks so the individuals concerned can see the patterns of career planning and the available options.

2, Care must be taken to insure the training and assignments are valid for the purpose of the Profile and that it will contribute to the professional and personal growth of the employees concerned. A basic intent should be to provide the opportunity for continuous professional development while recognizing that not all personnel within the group for whom the Profile is designed will wish or be able to take advantage of every aspect of the available plans. Nevertheless, the Profile should, within the concept of the identified group, be planned to fully develop quality personnel.

3. A Developmental Profile serves a number of purposes: (a) it focuses attention on the many ways of developing Agency personnel or of

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providing them the opportunity for development; (b) it formulates in orderly fashion the requirements considered valid for development within a particular professional or technical discipline; (c) it improves motivation and morale by giving the members of a functional group an understanding of what constitutes progress in their area of development; (d) it provides assistance to the Career Services in managing the effective development and utilization of the Agency's manpower resources. This is essential at this time of reduced personnel ceilings and the loss of many senior and experienced personnel by retirement.

4. A well designed Profile provides a positive framework for planning and evaluating training and assignments and is a key element in an effective career management system. The content of the Developmental Profile should be designed for use as a check list or point of reference for plans or options to be considered when reviewing personnel either individually or as members of a group. Such reviews will insure that required training and/or developmental assignments are arranged in a timely and orderly fashion. The Career Services can use the Profiles as guides for evaluating the progress of officers at established checkpoints in a career and provide the means ... training or particular assignment ... for appropriate or needed development. Training should supplement an individual's preparation for a particular assignment or contribute to his long range career development. The Profiles will also be useful to supervisors in determining immediate training programs and schedules.

5. Most Developmental Profiles will be addressed to the concept of a single function and include the grade parameters normally associated with that function. In all cases, function and level of responsibility are the bases for the qualitative measurement. In some cases the training prescribed in a Profile will be arranged to immediately precede the assignment for which it is designed. In others, the sequence of training courses will be arranged over a period of time and lead toward more responsible and senior assignments. Consultations with representative employees in the group will provide information essential to the development of specific aspects of the Profile.

6. A Profile must be flexible and responsive to change. There is no intent that it be applied rigidly to require each officer in grade or functional group to take identical courses or be assigned to exactly the same type of position in the same time frame. Not all officers will or should be expected to progress exactly as the Profile specifies. Dependent on individual talents and choices, as well as on Agency interests and evaluations, some officers will progress only to a certain point within the parameters of a Profile. Others may change disciplines completely or be selected for executive development in which case they will then follow a program individually designed to meet specific needs of the position or positions for which they are candidates. The fact that an officer is not selected for, or elects not to follow the whole program outlined in a particular Profile, should not restrict him from enrollment in courses or developmental activities which will serve the purpose of maintaining proficiency in his functional field. In other words, the Developmental Profile should also offer the

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opportunity for maintaining current skills or developing new ones required to keep pace with changes in the state of the art.

7. The Developmental Profile, then, is a tool to guide career development action, for creative use in deciding choices between opportunities for planned training and experience, and to provide standards for evaluating levels of growth within a functional area. The Profile is a reminder to both management and to individual employees of the requirements and opportunities for development in a positive fashion.

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FORMS

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PERSONNEL DEVELOPMENT PROGRAM REPORT FORMATS - SECTION I

Attached are the formats for the PDP statistical reports and suggested format for the detailed charts listing expected executive level vacancies and executive level development candidates. Please note these charts for FY 75 have been retitled.

IDENTIFICATION OF EXPECTED EXECUTIVE LEVEL VACANCIES AND LISTS OF POSSIBLE ASSIGNMENT CANDIDATES

- a. Show all expected vacancies for positions with grades GS-17 through GS-15 and SPS, in descending grade order, for Fiscal Years 1975, 1976, 1977, in sequence. Vacancies will occur as the result of the departure of senior officers because of resignation, retirement or reassignment to other vacant positions. Keep in mind the domino theory -- filling a senior vacancy with an officer already occupying a senior position, creates an additional executive vacant position. It is possible for one position to be projected to be vacant and requiring a replacement in each of the fiscal years. Dependent on the type of position (i.e., functional close relationship) and the numbers involved, the Career Service may group vacancies rather than list each by the specific title.
- b. Unless firm decisions have been made and approved for assignments to projected vacancies, it is suggested that two or more candidates be identified as possible replacements for each vacant position. Thus the number of candidates identified should ordinarily be at least twice the total number of estimated vacancies per organizational or functional group. The same individual may appear as a candidate for more than one vacancy expected to occur in the three year time frame. Prospects or candidates for assignment may be designated from outside the Career Sub-Group or outside the Career Service.
- c. If a prospective candidate is scheduled to retire within two years of the date he would encumber the expected vacancy, or is being considered to fill a vacancy for less than two years, attach to this chart an explanation of why he is a candidate.
- d. The Head of the Career Service is asked to evaluate the advancement potential of each candidate appearing on this list and to insert the appropriate number, noted herein, in this column.

1 - one grade 2 - two grades 3 - more than three grades

ROSTER OF CANDIDATES FOR EXECUTIVE LEVEL DEVELOPMENT

This is the listing of those officers in grades GS-13 - 15 whose performance has indicated they have the talent and potential for successful

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assignment to executive level positions. The chart is a proposed way of concisely outlining the assignments, experiences and specific training which will provide the opportunity to the individual for development in those areas where it has been determined he requires new or additional experience. The use of a gap sheet is helpful when preparing this type of chart. Both the objective and/or purpose of the action, as well as the action itself, is to be listed for the candidates. It is not necessary that the candidates, particularly the GS-13 officers, be listed for a specific executive level assignment in the particular three year time frame, but the general type of assignment for which they are being developed should be noted.

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FY 75 PDP
CHART I A

Total No. Positions _____

GS-17 _____

GS-16 _____

GS-15 _____

SPS _____

CAREER SERVICE REPORT

GS-15 - GS-17 AND SPS POSITIONS EXPECTED TO BECOME VACANT

	GS-17		GS-16		GS-15		SPS		Total by Fiscal Year	
	No.	%	No.	%	No.	%	No.	%	No.	%
FY 74 Projections										
FY 74 Actual Vacancies										
FY 75										
FY 76										
FY 77										
Total										

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CAREER SERVICE REPORT

[illegible]

COMMENT: PERCENTAGE SHOULD BE OF THE TOTAL GS-15 THROUGH GS-17 AND SPS POSITIONS OF THE CAREER SUB-GROUP.

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Total On Duty

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FY 75 PDP
CHART II A

GS-15 _____
GS-14 _____
GS-13 _____

CAREER SERVICE REPORT

OFFICERS IN GRADES GS-13 - GS-15 IDENTIFIED FOR EXECUTIVE LEVEL DEVELOPMENT
AND POTENTIAL ASSIGNMENT TO GS-15 - GS-17 OR SPS EXECUTIVE LEVEL POSITIONS

	GS-15		GS-14		GS-13		Total by Fiscal Year	
	No.	%	No.	%	No.	%	No.	%
FY 74 Projections								
FY 74 Implementation of Plans *								
FY 75								
FY 76								
FY 77								
Total								

* COMMENT: INCLUDE IN REPORT THE OFFICERS IDENTIFIED IN FY 74 PROGRAM WHO WERE ACTUALLY ASSIGNED TO EXECUTIVE POSITIONS AND/OR WHO BEGAN THE DEVELOPMENTAL TRAINING PLANNED FOR THEM. THE PERCENTAGE IS OF THE TOTAL NUMBER IDENTIFIED FOR THIS PROGRAM IN THE GRADE INDICATED.

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OFFICERS IN GRADES GS-13 - GS-15 IDENTIFIED FOR EXECUTIVE LEVEL DEVELOPMENT
AND POTENTIAL ASSIGNMENT TO GS-15 - GS-17 OR SPS EXECUTIVE LEVEL POSITIONS

-- CAREER SUB-GROUPS --

[illegible]

COMMENT: PERCENTAGE SHOULD BE OF THE TOTAL GS-13 - GS-15 COMPLEMENT OF THE CAREER SUB-GROUP.

CAREER SERVICE REPORT

EQUAL EMPLOYMENT OPPORTUNITY STATISTICS

CANDIDATES FOR EXECUTIVE LEVEL DEVELOPMENT - GS-13 - GS-15

		Blacks		Women		Other Minorities	
		No.	%	No.	%	No.	%
FY 75	GS-15						
	GS-14						
	GS-13						
FY 76	GS-15						
	GS-14						
	GS-13						
FY 77	GS-15						
	GS-14						
	GS-13						
Total							

COMMENT: PERCENTAGE WILL BE OF TOTAL NUMBER OF CANDIDATES ON EXECUTIVE ROSTER IN THE GRADE GROUP.
WOMEN SHOULD BE INCLUDED IN MORE THAN ONE COLUMN WHEN APPROPRIATE.

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____ CAREER SERVICE REPORT

OFFICERS (GS-15 - GS-17 AND SPS) IDENTIFIED AS CANDIDATES FOR VACANT GS-15 - GS-17 AND SPS
EXECUTIVE LEVEL POSITIONS AND NOT LISTED ON EXECUTIVE LEVEL CANDIDATES ROSTER

	GS-17		GS-16		GS-15		Total	
	No.	%	No.	%	No.	%	No.	%
FY 75								
FY 76								
FY 77								

COMMENT: PERCENTAGE IS OF TOTAL OFFICERS IDENTIFIED AS CANDIDATES FOR FISCAL YEAR VACANCIES.

CAREER SERVICE REPORT

SOURCES OF PROPOSED CANDIDATES FOR FILLING GS-15 - GS-17 AND SPS EXECUTIVE LEVEL VACANCIES

	From Within the Career Sub-Group		From Within the Career Service		From Another Career Service	
	No.	%	No.	%	No.	%
FY 74 Projections						
FY 74 Actual Sources						
FY 75						
FY 76						
FY 77						
Totals						

COMMENT: PERCENTAGE WOULD BE OF THE TOTAL NUMBER OF CANDIDATES.

CAREER SERVICE REPORT

TRAINING

	External	Internal	Rotational Assignment		Totals
			Intra Career Service	Inter Career Service	
FY 74 Projections					
FY 74 Actual Number Trained or Assigned					
FY 75					
FY 76					
FY 77					
Total					

COMMENT: THIS FORM WILL BE ACCOMPANIED BY AN ITEMIZED LISTING OF THE TRAINING COURSES PLANNED AND THE NUMBER OF OFFICERS TO BE ENROLLED BY FISCAL YEAR.

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FY 75 FDP

CAREER SERVICE REPORT

ROSTER OF CANDIDATES FOR EXECUTIVE LEVEL DEVELOPMENT - GS-13 - GS-15

TRAINING AND ASSIGNMENT PROJECTIONS

Name and Grade of Executive Candidate To Be Developed	Planned Substantive, Managerial and Professional Job Assignments, Experiences and Orientations		Planned Training (Within Career Service, OTR, External, College, etc.) and Other Developmental Actions	
	Action(s) and Purpose(s)	When	Action(s) and Purpose(s)	When

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FY 75 FDP

CAREER SERVICE REPORT

IDENTIFICATION OF EXPECTED VACANT EXECUTIVE LEVEL POSITIONS (GS-15 - GS-17 and SPS) FY 75 - FY 77

LIST OF POSSIBLE CANDIDATES FOR THE ASSIGNMENT

Expected Vacant Executive Level Positions in Grades GS-15 - GS-17 & SPS			Possible Replacement Candidates				
Estimate Year of Vacancy FY 75-77	Position Grade (GS-15 - GS-17 & SPS)	Expected Vacancies (Individual Vacancy by Title or Number of Vacancies by Organ/Functional Category)	Names of Candidates and Current Positions	Grade	Date of Last Promotion	Date of Mand. Retire.	Advance- ment Potential
A/	A/	B/		C/			

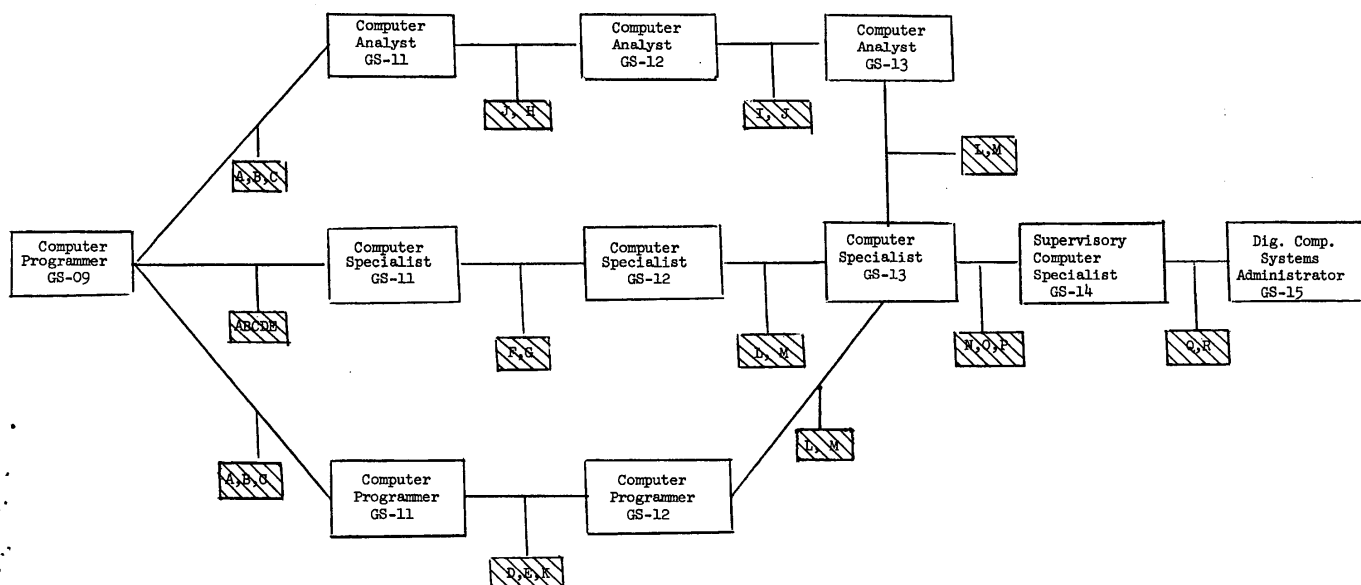
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SAMPLE MODEL TYPES		DEVELOPMENTAL PROFILE REPORTS OFFICER - DDO								SAMPLE MODEL TYPES	
GS 07 - 09		GS 09 - 11		GS 12 - 13		GS 14 - 15					
Training	Assignment	Training	Assignment	Training	Assignment	Training	Assignment				
IWA		Foreign Language Study F/T	Reports Off/Small Branch	P/T Language Refresher	Ch Reports Small/Med Geo. Area	CIA Today/Tomorrow	Ch Reports Staff Area Div.				
Intelligence Writing		Fundamentals of Supervision & Management	Asst to Reports Off Large Br.	Effective Brief. Workshop	Ch Reports Hqs Branch	Representational Seminar	Ch Reports Major Sub-Div/Large Division				
CIA Today/Tomorrow	Asst to Branch Rpts Officer	Area Familiarization		Midcareer Course		P/T Language Study to update					
Introduction to Operations		P/T Academic area studies at local university		Area Seminar		Advanced Mgmt Course					
Intel Research & Techniques Course				Operations Seminar		Advanced Intel Seminar					
	Area Desk Reports Officer		Reports Off Specialized Area	Middle Mgmt Course	Ch Reports O/S Med-Stat.		Ch Reports Large Active Sta.				
			Field Assign. in Job Comparable Above	Rotational Assignment to DDI	Ops Assign. for Background		Sr. Assign. in Another Career Serv				
				Intelligence Writing Tech. Course							

SAMPLE MODEL TYPE

SAMPLE MODEL TYPE

DEVELOPMENTAL PROFILES
COMPUTER SYSTEM SPECIALIST



TRAINING COURSE CODE ON ATTACHED PAGE

Recommended Courses

- A. (IBM) Systems Control for Programmers
- B. (IBM) Data Management Coding
- C. (IBM) Advanced Coding
- D. (IBM) Operating System Workshop
- E. (IBM) Operating System Language Interface
- F. (IBM) Conversational Remote Job Entry Installation
- G. (IBM) Installing the OS Interactive Terminal Facility
- H. (IBM) Time Sharing Option Planning
- I. (IBM) TSS/360 Programming
- J. (IBM) TSS/360 Installation Workshop
- K. (IBM) CP/CMS Operating-Advanced Control
Program/Cambridge Monitor System
- L. (IBM) TSO Planning Workshop
- M. (IBM) OS Systems Generation
- N. (OTR) Fundamentals of Supervision and Management
- O. (OTR) Writing Workshop
- P. (OTR) Managerial Grid
- Q. (OTR) Advanced Planning
- R. (OTR) Effective Briefing for Managers